



Strategic *Plan*

“Imagine what California State University, Fresno will be at our 100th anniversary.”



Message from the President

The strategic plan for California State University, Fresno – the new “Plan for Excellence III” – will be put into action this year. Let me stress the importance of the strategic plan. As we approach the university’s centennial in 2011, the strategic plan will serve as the blueprint for the transformation of the university.

This document summarizes for you the key elements of the plan and outlines what we will achieve as the plan is implemented. The entire strategic plan is available on the Web at www.FresnoStateNews.com/plan. I’ve also included a brief report on the early progress on the campus master plan, which will outline how the buildings and other physical aspects of the campus will reinforce our overall strategic plan.

Over the next few years we will align Fresno State’s human and physical resources to meet the goals identified in this plan to achieve recognition as one of the top 10 comprehensive, engaged universities in the United States.

We will become the New California’s premier engaged university, nationally recognized for our teaching, learning, transformational scholarship, and dynamic leadership that engages faculty, students, staff, and community in mutually beneficial and respectful collaboration benefiting the region and society as a whole.

The new strategic plan addresses the dramatically changing economic, cultural and demographic changes in Central California. Throughout the state and the nation our region is often referred to as the “New California,” the part of California that offers a new frontier of development and opportunity.

Fresno State now is perfectly positioned to support innovation in our region and the transformation of our university. The transformation of Fresno State is happening here and now. Our transformation is not happening by accident or coincidence, but by plan and commitment.

All of us at California State University, Fresno have made a great investment in Fresno State’s future, and that future is inspiring and challenging.

These are times of great change at our university ... a point in time where our future comes into sharp focus.

Our Centennial is now just a few years away. Imagine what California State University, Fresno will be at our 100th anniversary.

I FORESEE A UNIVERSITY:

- Of academic excellence with one of the most technologically advanced and handsome libraries in the country.
- At the heart of the transformation of Central California – a place of optimism, invention and creativity.
- Linking our campus to the economies and cultures of the world.
- Focused on inspiring students of character who lead in community service.
- That will be home to a superior faculty recognized for their teaching, research and public service.

This will be a time of great emotion ... a time of great excitement and exhilaration for our students and faculty. I look forward to celebrating with you what we achieve together at our Centennial in 2011.

STRATEGIC PLAN FOR EXCELLENCE III: 2006-2011

Our new Strategic Plan keeps the university on track to be nationally recognized for teaching, learning, and transformational scholarship

We are well on our way to achieving our goal of transforming California State University, Fresno to be better able to help our region deal with dramatically changing economic, cultural and demographic environments.

Our roadmap is The Strategic Plan for Excellence III: 2006-2011. It builds on momentum from plans that carried us through the 1990s to today's regionally engaged university partnering with Central California businesses and organizations to take advantage of opportunities and meet challenges.

The university's educational opportunities enhance students' intellectual horizons, foster lifelong learning, provide leadership skills, promote community involvement and instill an appreciation of the arts and of cultures other than their own.

The university is at the heart of collaborative initiatives to enhance the economic vitality and quality of life for the entire region's growing, diverse and dynamic population.

The new Strategic Plan clearly charts the university's commitment through innovation, creativity, responsiveness and risk-taking to enhance its position as the primary higher education resource for Central California.

This plan emphasizes aggressive acquisition of resources; using technology to enhance learning and research; developing additional graduate programs; strengthening student success programs; and enhancing civic engagement opportunities for our students.

FOLLOWING ARE AREAS OUTLINED AS STRATEGIC PLANNING PRIORITIES

Enhancing Academic Excellence and Scholarship – There will be increased focus on student learning in and out of the classroom and on using assessment tools to drive improvement. New master's programs and selected doctoral programs will be developed. Research, service and engagement opportunities will be increased, as will support for innovative teaching, learning and engagement.

Promoting the Success of All Students – The university will build on its recent accomplishments with new initiatives that meet students' needs from freshman orientation to graduation. There will be improved opportunities for academic success for first-generation students, students from historically under-represented groups and students with special needs. We will encourage alumni to become more involved in promoting student success.

Advancing Graduate Education – The university will bolster graduate programs by building on dramatically increased grant support from federal and state agencies and foundations, aggressively recruiting graduate students and innovatively addressing faculty workload issues. A key to success will be creating appropriate space for graduate instruction, learning research and interaction among students, faculty and community partners. The university also will develop additional doctoral programs.

Using Technology to Advance All Aspects of University Life – Infrastructure upgrades are nearly complete, providing a much-improved platform for technologically advanced campus communication, student learning and collaboration among faculty and staff. The university's Web presence will be expanded and so will opportunities for online and Web-enhanced courses.

Engaging with the Region – The campus will continue as the community's center for scholarly, statistical and applied research through the much-expanded Henry Madden Library and as home of regionally focused centers and institutes. The campus

will showcase a Division I athletic program that seeks national recognition for athletic and academic performance, host a diverse range of arts and cultural events, and set an example of innovative environmental responsibility. Students, faculty and staff will be directly connected to the region through service-learning, community-based research, professional service and other forms of civic and community engagement.

Developing a Diverse and Global Perspective – The university will encourage international students and faculty to study, teach and conduct research on campus. There also will be more opportunities for our students, faculty and staff to study abroad and gain international experience.

Generating Private and External Support – The Campaign for Fresno State is the cornerstone of developing new financial resources to transform the university in line with our Strategic, Academic and Master Plan objectives. The university also is engaged in a program of branding and marketing designed to promote a consistent, positive image of its presence and potential.

Developing Our University Community – Students, faculty, staff, administrators, alumni and friends will collaborate to cultivate an atmosphere of integrity, learning, excellence, cultural diversity and service on and off the campus. We will recognize and reward outstanding efforts in support of the university's mission.

Our vision to become Central California's premier engaged university hasn't changed as we've moved closer to our Centennial in 2011. Our new Strategic Plan keeps the university on track to be nationally recognized for teaching, learning, transformational scholarship and dynamic leadership that engages faculty, students, staff and community to benefit the region and society as a whole.

INDICATORS OF IMPLEMENTATION SUCCESS

The following Indicators of Implementation Success are aspirational goals that can be measured and tracked as we move toward achieving the goals of the new Strategic Plan. If we are successful in implementing all aspects of our new plan by 2011, California State University, Fresno will have:

Enhanced Academic Excellence and Scholarship

Reached at least \$60 million per year in sponsored research and grant activity, which generates 10 percent in indirect activity.

Faculty deeply engaged in scholarly work related to regional and national issues.

Mechanisms in place that help faculty mentor and support each other in learning to design and implement service-learning and other community-based courses.

Provided faculty with campus-based opportunities to become familiar with teaching methods and practices related to service-learning, community-based education, and scholarship related to regional needs and initiatives.

A strengthened General Education program through development and implementation of an outcomes assessment plan monitored by the General Education Committee.

Completed the new Henry Madden Library.

Created classroom improvements including ADA accessibility and enhanced classroom technologies.

Promoted the Success of All Students

Community-based learning opportunities for students, offered in a variety of creative and innovative experiences, across the curriculum.

Graduation rates for undergraduate students that have improved 15 percent for five years and 10 percent after six years. Persistence rates after six years will have improved by 10 percent.

Intercollegiate athletic programs that have achieved a rank among the top 50 percentile among all Division 1 public institutions relative to the NCAA student-athlete academic progress rate.

Provided on-campus venues for students to discuss and act upon issues important to them and their communities.

Achieved a competitive Division 1 athletics program at a top 50 ranking. All applicable sports will be ranked among the elite of the Western Athletics Conference and participate regularly in NCAA Championships.

Completed the 2006 Plan for Facilitating Graduation and will have generated support for student success from all university areas.

Clearly defined the "Characteristics of a Fresno State Graduate" with accompanying indicators of success, plans for curriculum modification, and an assessment plan and a goal to mark progress toward complete compliance with these characteristics.

Effective dual admission programs to include the system wide Lower Division Transfer Program along with the Central Valley Higher Education Consortium Transfer Associate Program. Upfront evaluations will be provided to all transfer students prior to initial registration.

Increased interaction with high schools to increase student proficiency in math and English.

All students, by the end of their freshman year, will be proficient in math and English.

Advanced Graduate Education

Doubled the total number of student assistantships, tuition waivers and graduate student fellowships.

Established a teaching load that reflects our vision, recognizing and rewarding the graduate education and research responsibilities of faculty.

Offered an independent doctoral program in educational leadership and at least two additional joint doctoral programs.

Used Technology to Advance All Aspects of University Life

Completed implementation of the 2006 Technology Plan.

Decreased administrative costs in instructional and academic programs. Successfully implemented upgrades to all of our campus PeopleSoft records systems.

Engaged with the Region

Expanded the Center for Community Based Learning to provide more opportunities for faculty and students to ensure positive, beneficial campus and community relationships.

Expanded partnerships with local leaders to spark the greatest possible collaboration and progress.

Recognized for its partnerships with local businesses in the creation of student leadership programs to enhance workforce development in the Central Valley.

Recognized nationally as an Engaged University by having achieved the new Carnegie classification as an Engaged Community.

Developed several new institutes including the International Center for Water Technology, the Institute for Food and Nutrition Innovation, the Advanced Manufacturing Center, the Central California Health Policy Institute and the Central Valley Educational Leadership Institute, each fully funded and offering services to the region.

Adopted the University's Campus Master Plan in 2006 that includes aspects that reach out to the adjacent community.

Successfully marketed the university with a nationally recognized brand reflecting our mission and vision.

Became an environmentally friendly community with leadership in sustainability, energy efficiency and environmental education, and promoted alternative transportation methods.

Made the university a more visitor-friendly campus with a welcoming environment.

Developed a Diverse and Global Perspective

Recognized nationally as a leading preparer of ethnic minority graduates. Tripled the number of students participating in study abroad experiences.

Created a campus climate that supports and celebrates the diverse cultures that are represented.

Created partnerships with a select number of international universities.

Generated Private and External Support

Received named endowments for two more schools/colleges. Completed a comprehensive campaign that will have exceeded its goal.

Grew an endowment to at least \$200 million.

Developed Our Human Resources

Every employee committed to quality service.

Established an expectation that employees will participate in professional training opportunities.

Provided a nationally recognized wellness program for employees.